

WT 125 White Paper

Cornette Library: The Portal to Scholarship and Discovery

Abstract:

Libraries are vital institutions to universities and communities. They provide the opportunity to research, explore ideas, get lost in stories, and convene. While Cornette Library seeks to satisfy its mission of "connecting people with information and resources through positive and successful library experiences" (see Appendix A Cornette Library Mission Statement) it constantly surmounts challenges like: adapting to new technology, increased resource pricing, understaffing, etc. This white paper details the ins and outs of Cornette Library and demonstrates how the Library will enhance the University's efforts to become a rural research doctoral institution.

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Last Edited: December 2017

Introduction:

The future holds much uncertainty and promise for academic libraries. From Open Educational Resources (OER) and makerspaces to library coffee shops, libraries fill more roles now than ever before. By relying on resources in a variety of media, the Library will continue to aid those in pursuit of knowledge. Cornette Library intends to make strategic, proactive decisions that continually establish the Library as the University's facilitator of discovery.

Background:

Cornette Library is an approximately 89,000 square foot, two-story facility with seating for 575 and a staff of eleven librarians, sixteen paraprofessionals, and twenty-six students. The Library is in the Division of Academic Affairs and reports to the Provost/VP for Academic Affairs. Cornette Library is similar to other academic libraries in that it is a microcosm of its parent institution, which allows the Library the unique opportunity to understand and participate in all aspects of WT. The Library supports the academic mission through creating an environment that fosters lifelong learning. It supports student life by providing gathering spaces and through fun, educational events. The Library has the business and development components in its purchasing of library resources and work with donors.

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Importance to Future of WT:

Located centrally in the middle of the West Texas A&M University campus, Cornette Library will continue to be the heart of the University, as the keeper of knowledge and a destination for study and reflection. Libraries have always changed and adapted to evolving media of information from the beginning of books on clay tablets to bits and bytes. As WT adds additional doctoral programs, the Library will be there to provide resources in support of these programs.

Library Today:

Reports from Cornette Library's online catalog show collections consisting of 723,348 physical items (428,115 books and 270,012 journals) and 861,998 electronic items (760,747 e-books and 95,350 e-journals). (See Table 1 for Library physical inventory count by material type) Many more uncatalogued e-books and e-journals are available through the Library's 170+ databases. Cornette Library also has youth collections and state-adopted textbooks for Texas public schools to support WT's Education programs. The Library is a government document federal depository, collecting 58% of what the federal government publishes. In an effort to help control the exorbitant cost of electronic resources and to have our funds go further, the Library along with the other A&M System libraries pay for a position that is responsible for negotiating e-resource consortia agreements for the System schools (the library at Texas A&M University negotiates its own deals).

Of the 723,348 physical items documented in Cornette Library's catalog, 4,000 of the items are owned and reside in the Panhandle-Plains Historical Museum's (PPHM) research center and 1,020 children's books are owned by the College of Education and reside in the Judy Williams Reading Room in Old Main. Cornette Library continues to add the holdings of the PPHM research center and Judy Williams Reading Room to our catalog in order to promote the notable holdings of these two libraries.

Cornette Library's unique collections include university records in the University Archives and rare book collections in the Frank M. Blackburn Reading Room and the Texas Poets' Corner. The highlight of the Frank M. Blackburn Reading Room is the Sheffy Collection, which contains the library of L. F. Sheffy, history department head from 1918-1957. The collection's focus is on the Southwest and Great Plains with a special emphasis on the Texas Panhandle. At the core of the Texas Poets' Corner are approximately 1,800 rare books—consisting primarily of Texas literature and British American literature—and numerous pieces of art.

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Research and Instruction Librarians provide service to University students, faculty, staff, and community members face to face, by phone, text, chat, library blog, Twitter, Facebook, and e-mail. They also teach information literacy skills to campus classes and while embedded in online classes. Interlibrary Loan services are available to the campus community, distance students, and the Amarillo Center. Library materials are delivered to students at the Amarillo Center via the University's courier service. Additionally, liaison librarians work with academic departments on their library needs.

Library circulation of print resources over the past several years has dropped but gate counts have increased, as the Library has become more and more important to students as a gathering place for study, research, and conversation. The Library continues to add seating alternatives and spaces to meet students' use of the Library.

Cornette Library SWOT Analysis:

Strengths

- Centrally located on campus
- Comfortable seating and spaces for individual and group research and study
- Knowledgeable, experienced, and customer service-oriented staff that are committed to the Library's mission
- 170+ online databases
- 24/7 research assistance either face to face or through Chat service
- Provide events and services supplementary to Library's mission, such as coffee shop and art gallery
- Library's assessment efforts through the biennial LibQual survey and focused efforts of the Library Assessment Committee

Weaknesses

- Facilities – Library is over 40 years old and lighting, HVAC, and bathrooms need to be updated, building needs to be brought up to current fire codes, and some structural maintenance needs to occur
- Library is at seating capacity
- Additional group study rooms are needed with a self-checkout system implemented
- Need larger more specialized professional staff
- As the Library continues to stay open longer hours, a security presence is needed in the evening

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- Communicating to faculty the availability of Cornette Library's electronic resources
- Communication with graduate and online students regarding their library services and needs

Opportunities

- New services – encourage OER adoption on campus to decrease student textbook cost; collaborate with IT on upcoming technology trends; collaborate with PPHM on digitizing their photograph collection, collaborate with Writing Center and Math and Science Lab to create satellite labs/centers in the Library, explore feasibility of having 3D printers, Virtual Reality, and Makerspaces in the library.
- Add to and promote data management services, especially our digital repository
- Continue to collaborate with CSAW and PPHM on programming
- Explore feasibility of opening checkout of Cornette Library's print resources to Panhandle community
- Pedestrian Mall expansion to east side of the Library would increase use of Library outdoor space and continue to increase activity inside the Library
- Become digital hub for the Panhandle community's local history collections in the museums and libraries throughout the Texas Panhandle

Threats

- Space will be an issue as student enrollment, Library staff, and Library services continue to grow
- Staffing levels and expertise not keeping up with the demand for new services; retirement of staff; retaining good staff
- Library staying open 24/7 - additional staff would be needed
- Library budget – library depends on the increase in student enrollment to keep up with our unsustainable e-resource costs
- University departments duplicating Library services and programming
- Faculty not requiring library resources be used on their assignments
- New doctoral programs will demand additional library resources and depending on the academic discipline, additional funds may be needed for electronic resources
- Computer, printer, and scanner issues. Library needs its own IT technician.

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Projected Changes By 2035:

Cornette Library will continue to collect resources in multiple formats based on the needs of the user and the discipline. In addition to cost, multiple other considerations go into the purchase of a library resource. Accessibility, discipline, and platform are all considerations when buying resources. The arts and humanities disciplines are still very print-focused and defend the need to keep library print collections. Academic libraries clearing out print collections have learned this the hard way after receiving the wrath of faculty. The sciences on the other hand, prefer electronic delivery of library resources, with the exception of core texts in the discipline. E-book purchases in academic libraries have not kept pace with the purchase of e-journals due primarily to non-standardized academic e-book platforms. Print book and journal purchases will remain relatively flat in comparison to e-resources.

The cost of Cornette Library's e-resources will continue to rise exponentially. In FY 2004 the Library spent \$177,006 on electronic resources—this has grown to \$902,776 in FY 2017. By FY 2019 our cost will be over 1 million dollars. (See Figure 1) At the 8% increase that we plan for, the resources that we subscribe to today will cost over 3 million dollars in 2035. The library profession has recognized this as an unsustainable model. In response, academic libraries are embracing the open access (OA) model. The organization SPARC (Scholarly Publishing and Academic Resources Coalition) has introduced OA journals as competitors to some of the most expensive science journals on the market and has had some success in driving the price down.

Libraries are becoming more popular to the masses. The stacks of the Library used to mainly attract book lovers, patrons looking for a space for quiet reflection, and serious researchers. Today, even though academic libraries' collections are often used remotely online, paradoxically Cornette Library continues to be a busy place for comfortable study, meetings, coffee, a nap, and art. Interestingly, Cunningham Library at Indiana State University fondly refers to itself as "the living room for the University." Some would argue that the changes in academic libraries are as much or more cultural or societal as they are technological. In their *Future of Libraries Report*, the Vanderbilt University Future of the Libraries Committee noted that "students have described the experience of working in the library reading rooms as evoking a sense of the participation in the enterprise of higher education." Vanderbilt students were not just seeking a quiet area to study but also described the library "as a distinctively inclusive space" in which the ethos of the space helped them learn. (Future of Libraries Committee, 2015)

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Since WT aspires by 2035 to become a rural research doctoral institution, I took a look at the libraries of a select group of our aspirant peers and one of our geographic peers to get a sense of how Cornette Library compared to the libraries of these primarily rural universities with the moderate doctoral Carnegie Classification. Cornette Library was compared to the libraries of aspirant peers Valdosta State University (6 doctoral programs), Indiana State University (11 doctoral programs), and East Tennessee State University (12 doctoral programs) and geographic peer, A&M Kingsville (6 doctoral programs). Student FTE, number of online students, library expenditures, library staff size, library gate counts, collection size, print and e-book collections, number of library databases, circulation of print books and number of items borrowed from other libraries were compared. Observations of note were that WT already has a strong online student population, even though it has a smaller and in some cases much smaller student FTE.

Cornette Library surpassed our geographic peer, A&M Kingsville and aspirant peer East Tennessee State University in number of databases and was below the average number of databases (195) of the four peer institutions. This is good news regarding our current situation since East Tennessee State University, which has a much larger student population, 12 doctoral programs, and a larger online presence, is in need of fewer online databases to support their programs. It also confirms to me that we need to have the capability to better evaluate the use of our databases (which is coming with our migration to our new online catalog) and while adding databases for new doctoral programs be prepared to cancel little used databases and promote interlibrary loan as an alternative.

It is also evident that our peers' costs for resources are higher than ours. I am sure this is largely due to their electronic resources which would have gone up in cost due to their enrollment and moderate doctoral Carnegie Classification. Publishers have various pricing models, but most build in price increases when enrollment reaches over 10,000 FTE and/or there is a change in Carnegie Classification. I also noticed that the sample peer institutions libraries are holding on to their print collections, specifically their book collections. Their physical book collections were generally circulating much more than ours and they were also more heavily using their interlibrary loan services to bring in unowned items. I was most surprised by the difference in gate counts between Cornette Library and the others in the peer sample—they were all more than double Cornette Library's gate count. After looking at their student FTE and the size of their physical building, it became apparent that the peer sample all had much larger libraries (three or four floors versus two floors at Cornette Library). Two aspirant peers, the Cunningham Library (ISU) and Sherrod Library (ETSU), have seating for over 1,400 and 1,800 patrons respectively. Conversely, Cornette Library has seating for approximately 575. When

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Cornette Library's ratio of students FTE to library seating (13.16 students FTE per seat) is compared to these aspirant peers—ISU's Cunningham Library: 8.79 students FTE per seat and ETSU's Sherrod Library: 6.69 students FTE per seat—Cornette's current seating appears overburdened. The library needs to do a space utilization study and make a focused effort to watch for and record turnaways. The peer group also had on average 14 librarians (three more than Cornette Library) and an average of 23 staff (9 more than Cornette Library). The larger staff numbers are most likely due to academic libraries hiring specialized staff in areas such as IT, Marketing, Data Analytics, and Accounting. (See figures 2 - 10)

Trends in academic libraries will also affect the future of Cornette Library. According to the *NMC Horizon Report: 2017 Library Edition* the key trends in academic libraries in the future will be: research data management; valuing the user experience using such things as artificial intelligence to improve services, research processes, and learning outcomes; makerspaces for students and faculty to learn through creating and making; institutional collaborations with areas such as IT and Sponsored Research over technology, copyright, and research initiatives; and using emerging altmetrics tools to analyze the various forms of scholarly communication on the Web. (Adams Becker, et al., 2017)

Impacts:

Changes to the Library in the next 18 years will have impacts on various constituencies. These impacts will be institutional, local/regional, and financial in nature.

Institutional Impact:

Children born today will enter WT in 2035. When these students enter Cornette Library they will find a welcoming place for their research, study, collaboration, and social needs. Physical collections will be composed of primarily special collections (rare books, manuscript collections, and archives) and less circulating book collections. Space will be needed for other services, so book collections will take up less space housed in compact shelving and/or kept in offsite storage. Makerspaces and virtual reality stations will be available to students. Writing Centers and other labs will have services in the Library. Cornette Library will assist faculty with OER selections, which will bring students' textbook costs down.

In envisioning Cornette Library in 2035, I referenced THECB's *60x30TX Plan* and examined how Cornette Library will contribute to the targets and strategies of the Completion Goal, "At least 550,000 students in 2030 will complete a certificate,

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associate, bachelor's, or master's from an institution of higher education in Texas." (Texas Higher Education Coordinating Board, 2015) One of the most crucial targets of this goal is to increase the number of Hispanic students receiving a degree from 89,355 in 2014 to 285,000 in 2030. With this target in mind, the Library will have staff that are Spanish speaking and will purchase more resources in Spanish.

Besides the services offered to students, faculty and staff will have access to a scholarly research center that would be run in collaboration with IT and Sponsored Research. Faculty will have access to data management services including data analysis (altmetrics and bibliometrics) and data storage, copyright assistance, and assistance with the emerging technologies of the time. The Internet of Things and virtual reality will be commonplace. Library liaisons will be subject specialists able to assist faculty with their research.

Cornette Library will also support the growing number of online doctoral programs through the addition of specialized electronic resources, embedding librarians in online classes, providing a librarian to assist graduate and online students with their research, and by offering tutorials in the use of electronic resources.

Local Impact:

As the largest library in the Texas Panhandle and the only one with a large non-fiction collection, Cornette will support many Panhandle community libraries by lending print resources to their citizens either through interlibrary loan or in person checkout. Cornette Library is a government documents repository. As required by the government printing office (GPO), Cornette Library will provide access to federal government resources to the citizens of the 26 counties in the Texas Panhandle. Many government resources will be online, but will continue to be somewhat unreliable due to financial, political, and agency constraints. Online government resources have been taken down in the past during governmental shutdowns due to budgetary disagreements in Congress. Cornette Library will collaborate with other libraries and museums to create a digital archive of Panhandle historical collections. Cornette Library will have agreements with area community colleges to provide resources and services to their students. This will closely mimic the current arrangement the Library has with Clarendon College. (See Appendix B Cornette Library Service Agreement)

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Financial Impact:

Cornette Library will purchase additional electronic resources for graduate programs, while continuing to do cost analysis on existing databases and look for different purchasing models to reduce cost. Electronic resources in the sciences will have a much larger price tag than those in the humanities. Book purchases will go to a more patron driven acquisition model.

Cornette Library facilities should be updated over the next 18 years, including building maintenance and repair, remodels of bathrooms, creations of offices and group study spaces, upgrading of electrical capacity, and the building brought up to fire code. The Texas Poets' Corner and University Archives will need additional space. If Cousins Hall is ever taken offline as a residence hall, it would be a great location for the Texas Poets' Corner and University Archives.

Cornette Library should manage all University Libraries with the exception of the PPHM research center. This will increase staffing costs to run these libraries. Salaries will be increased to paraprofessionals as they take on added responsibilities from librarians and librarians train to provide service in emerging technologies. Additional specialized staff will be hired at Cornette Library: Public Relations Coordinator, Data Analyst, Scholarly Resources Librarian, evening security coordinator (student position), and IT technician (student position).

Leadership:

As the University expands and begins to offer more doctoral programs, the responsibilities of the leadership of Cornette Library will also grow. Cornette Library should be led by a Dean of Libraries who is over all University libraries (music library and other departmental libraries). This is a typical organizational structure on university campuses with multiple libraries.

Recommendations:

Short term; 1-5 years

- Cornette Library will change its mission statement to reflect its commitment to providing research assistance to faculty.
- Add resources for new doctoral programs
- Do space utilization study

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- Continue Library departmental reorganization
- Cornette Library's facilities need to be brought up to fire code in the next few years, which includes adding smoke detectors and sprinklers.
- Hire a Public Relations Coordinator
- Hire a Data Analyst
- Hire a Scholarly Resources Librarian
- When filling new positions have Spanish speaking as a preference
- Add additional responsibilities and increase the salary to ¼ of the Library Specialists' positions; if job responsibilities and salary allow make positions exempt
- Facility updates – offices, carpet, bathrooms
- Create basic makerspaces
- Feasibility study on 3D printing
- Work with UPD to hire a Criminal Justice student to act as evening security for the Library
- Work with IT to hire a Computer Science student to work as an IT technician in the Library
- Collaborate with IT and Sponsored Research on data management – possibly create a digital scholarship center through collaboration
- Create a satellite Writing Center and Math Lab in the Library
- Complete inventory of University's art
- Revise Library collection development policy to include Spanish resources

Mid-range; 5-10 years

- Seek offsite storage for print collections
- Add more public seating space
- Add resources for new doctoral programs
- Add additional responsibilities and increase the salary to ¼ of the Library Specialists' positions; if job responsibilities and salary allow make positions exempt
- Create Dean of Libraries; position would manage all University libraries except the PPHM research center.
- Consider adding learning commons to the Library
- Add additional emerging technologies

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Long term; 10-20 years

- Add resources for new doctoral programs
- New facility for Texas Poets' Corner and University Archives - If Cousins Hall is taken offline as a residence hall, would it meet the needs of the Poets' Corner and University Archives? - Would it be feasible for the PPHM Research Center and CSAW to share the same facility?
- Add additional emerging technologies

Conclusion:

Cornette Library in the future will become a portal to advanced scholarship at the University and in the Panhandle. It will not strive to be like another university's library, but will continue to offer resources and services that are uniquely tailored to the needs of WT's students and faculty, while staying current and open to what cutting edge technology and services may benefit WT's students and faculty. It will seek out campus and community collaborations that seek to provide access, delivery, management, and storage of information and will teach information and digital literacy skills.

Cornette Library's leadership began meeting this fall with Library department heads and librarians to begin Cornette Library's WT 125 strategic planning. This committee will continue to meet to discuss emerging technologies, services, and resources in academic libraries.

References:

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Tables

Table 1

[Cornette Library Physical Inventory]

Physical Inventory	
Count	
Total number of items broken down by material type	
Time run: 10/30/2017	
8:12:29 PM	
Material Type	Number of Items
Book	428,115
Computer file	1,463
Journal	270,012
Map	15,992
Mixed material	24
Music	3,244
Visual material	4,498
Grand Total	723,348
Electronic Inventory	
Count	
Total number of portfolios broken down by material type	
Time run: 10/30/2017	
8:12:29 PM	
Material Type	Number of Portfolios
Book	760,747
Computer file	915
Journal	95,350
Map	2,620
Mixed material	2
Music	29
Visual material	2,335
Grand Total	861,998

4,000 items are in the PPHM Research Center and 1,020 books are in the Judy Williams Reading Room.

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Figures

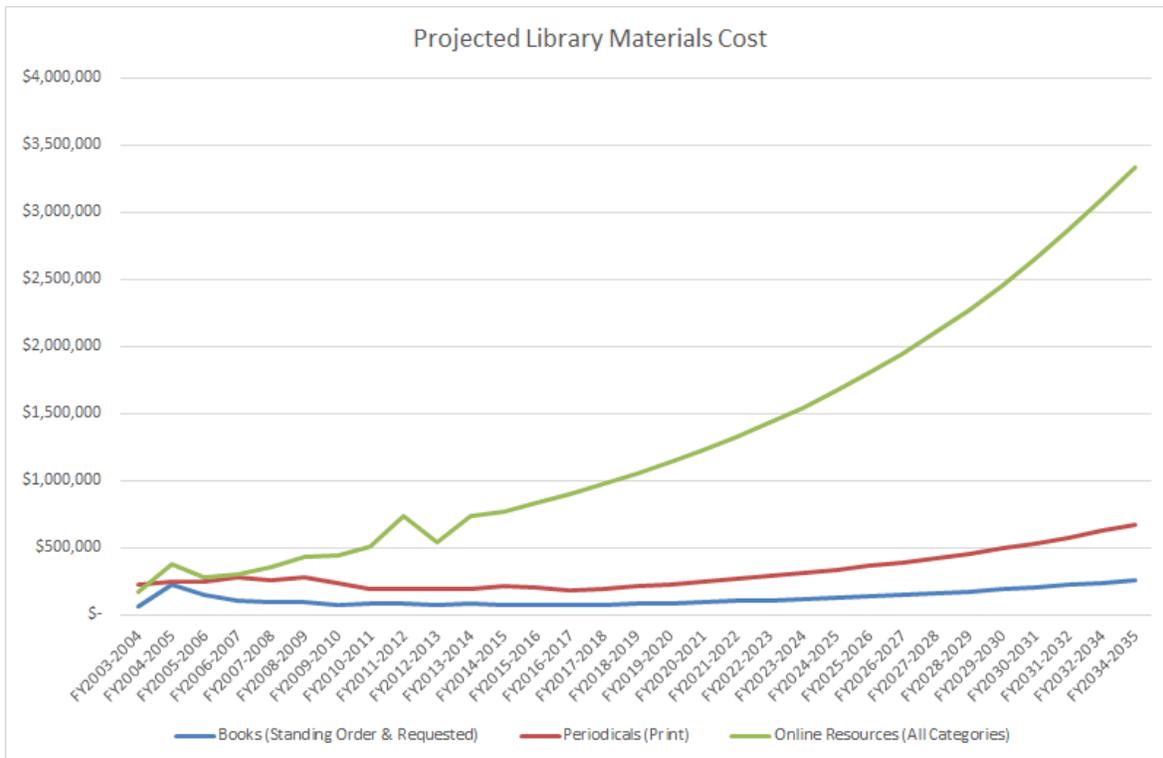


Figure 1. Cornette Library Materials Cost including projected cost from FY18 – FY35 Projections are based on current subscriptions and do not include new purchases.

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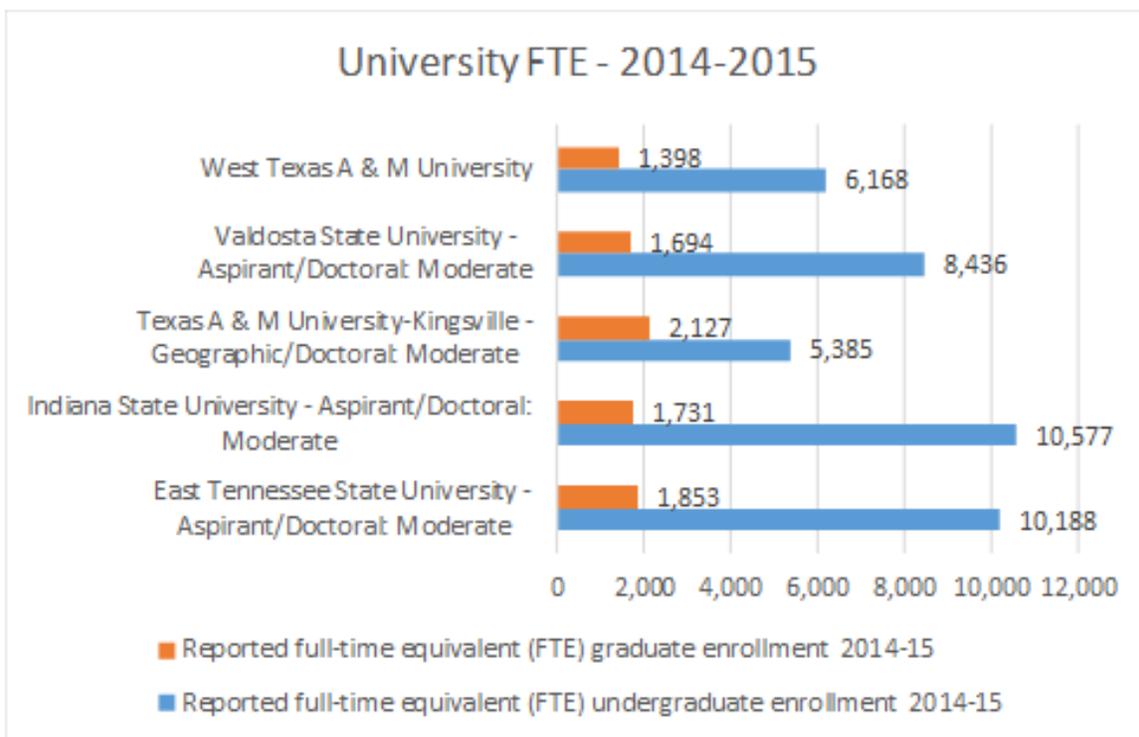


Figure 2. Comparison of University 2014 –2015 FTE of aspirant peers and geographic peer

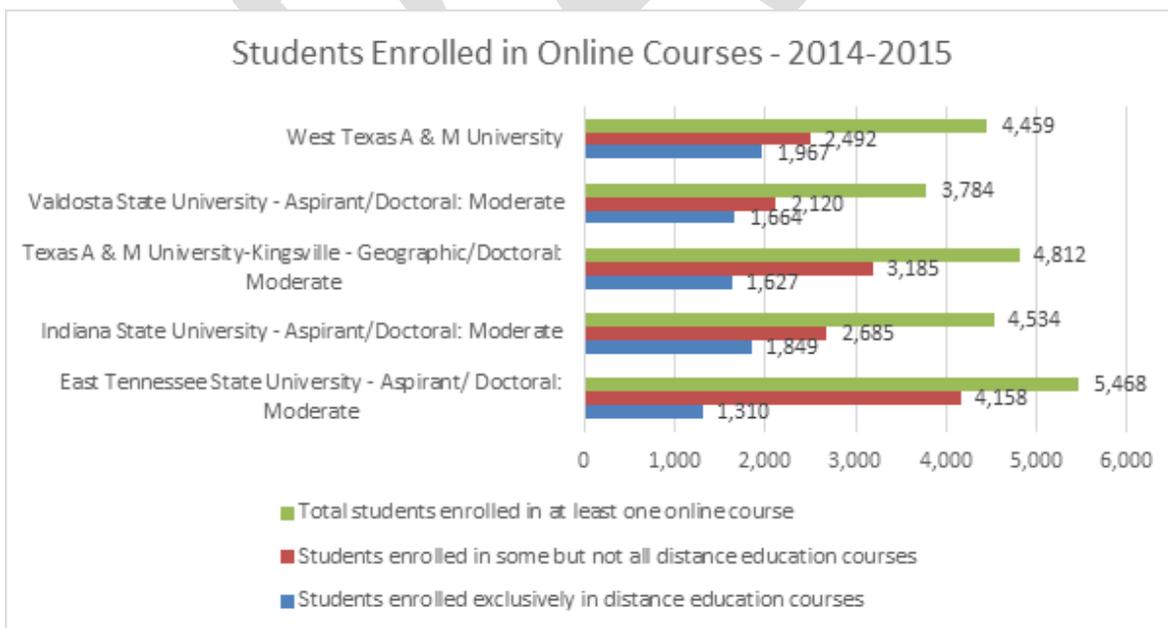


Figure 3. Comparison of 2014-2015 online student enrollment of aspirant peers and geographic peer

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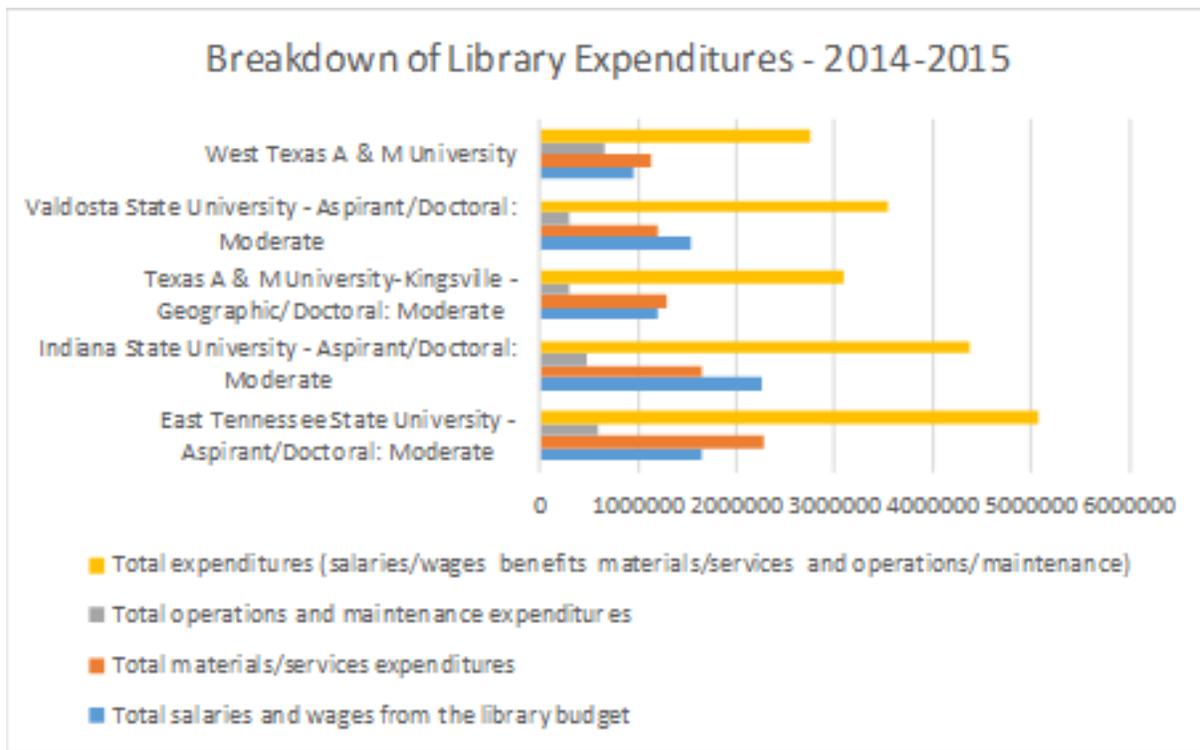


Figure 4. Comparison of 2014-2015 breakdown of library expenditures of aspirant peers and geographic peer

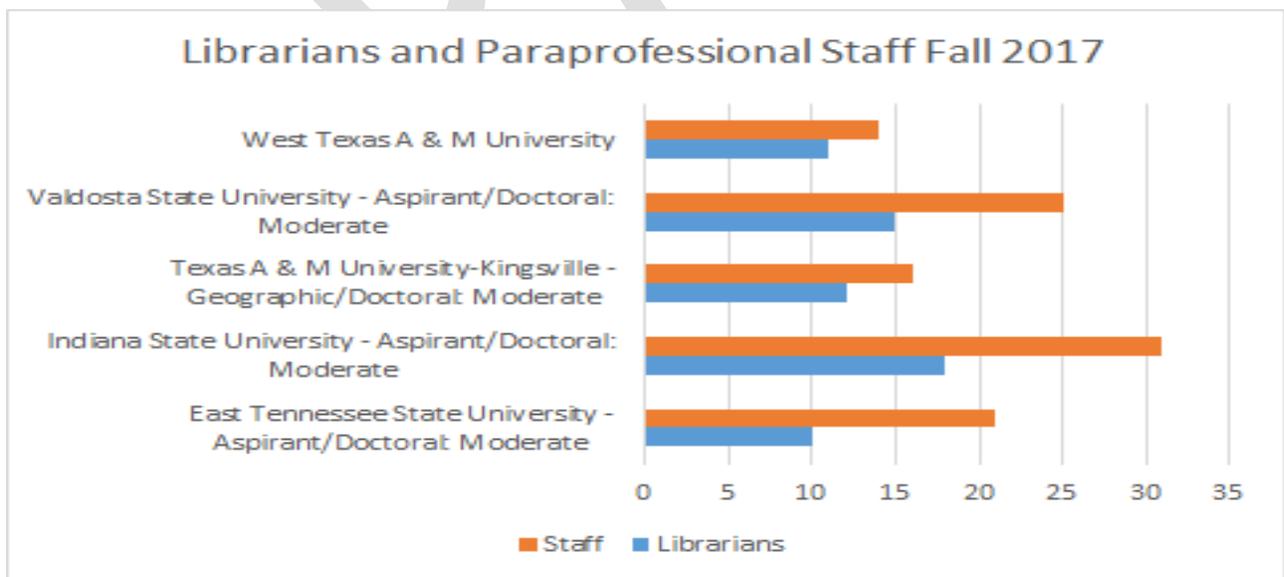


Figure 5. Comparison of fall 2017 library staff of aspirant peers and geographic peer

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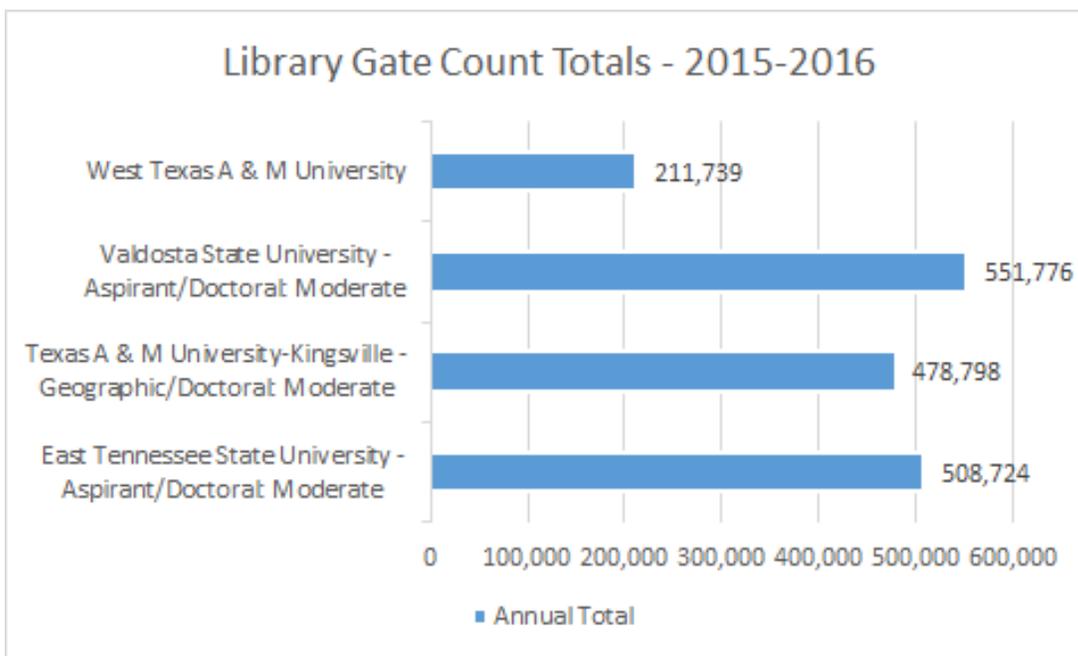


Figure 6. Comparison of 2015-2016 library gate counts of aspirant peers and geographic peer

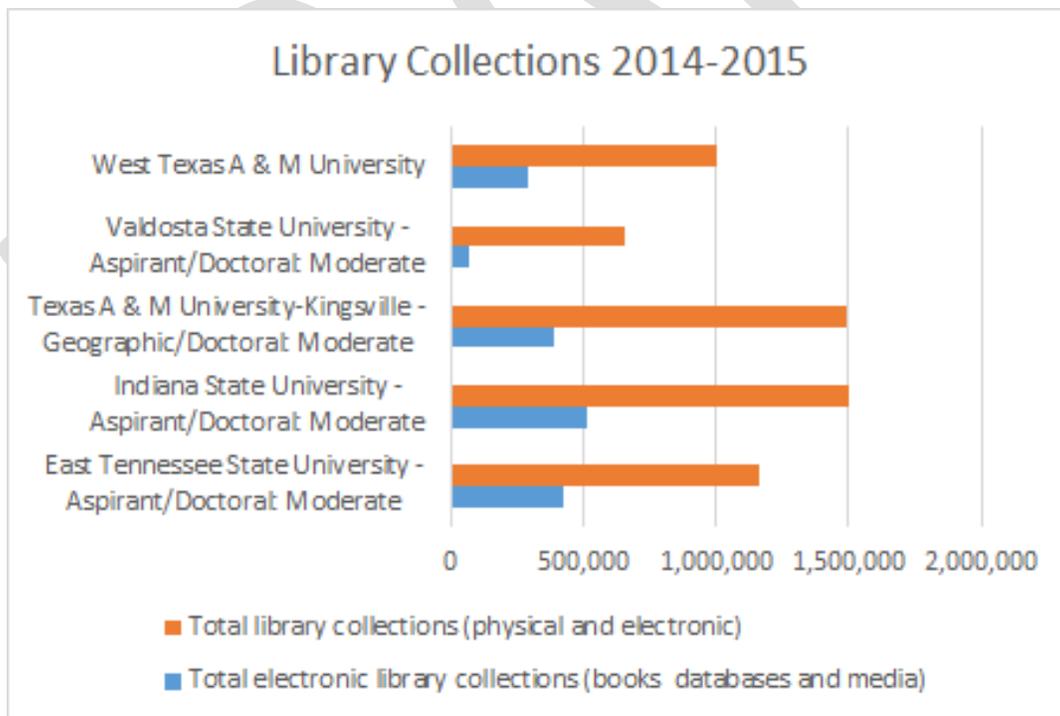


Figure 7. Comparison of 2014-2015 library collection size of aspirant peers and geographic peer

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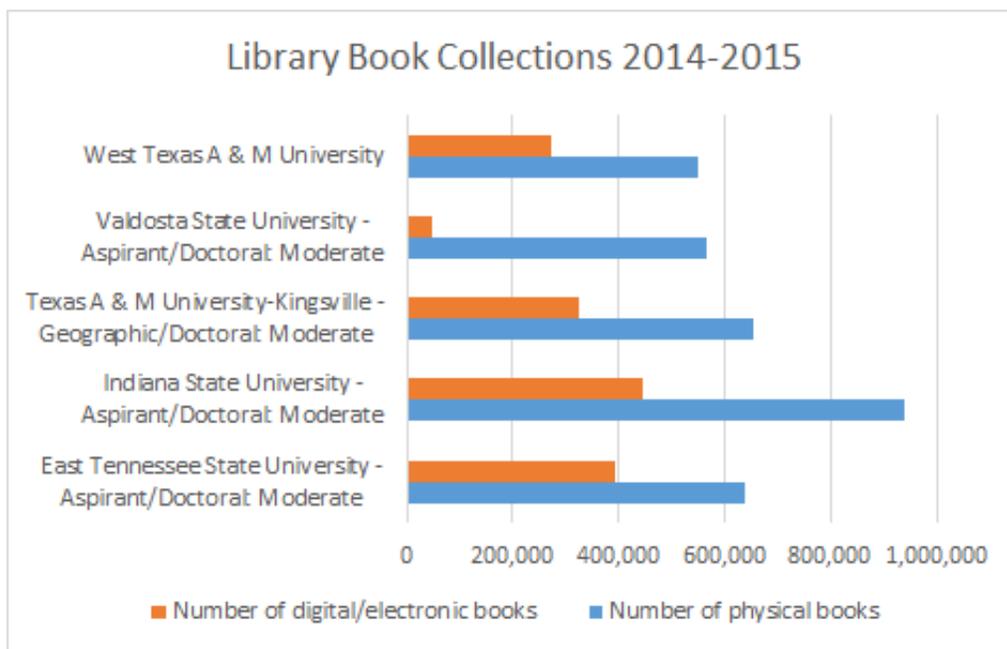


Figure 8. Comparison of 2014-2015 library book collection size of aspirant peers and geographic peer

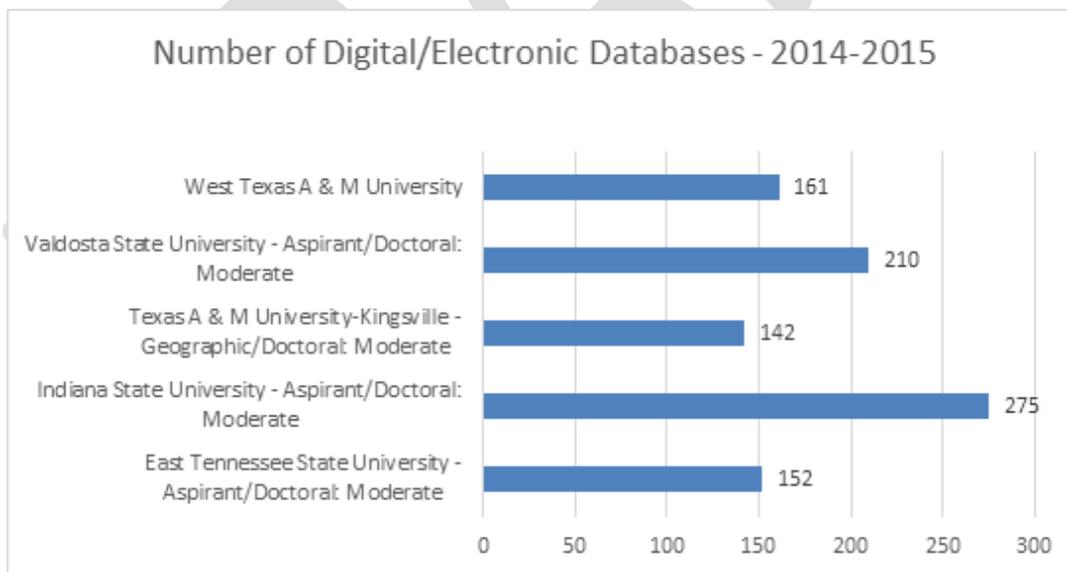


Figure 9. Comparison of 2014-2015 database size of aspirant peers and geographic peer

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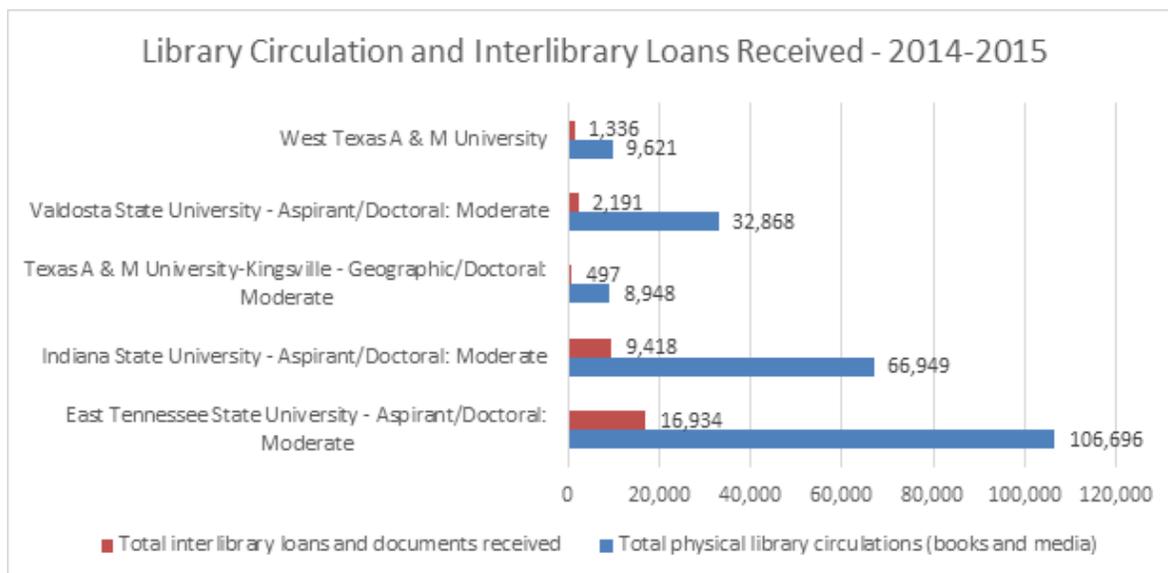


Figure 10. Comparison of 2014-2015 library circulation and interlibrary loans received of aspirant peers and geographic peer

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Appendices

Appendix A

Cornette Library Mission Statement:

The Cornette Library supports the mission of West Texas A&M University by providing traditional and technology-rich academic resources and services and positive and successful library experiences that connect people at all academic levels with information and promote the development of information literacy skills.

Core Values:

We value relationships.

- Respecting the dignity of all individuals
- Interacting with the WTAMU community (students, faculty, staff and alumni), library donors, and other library users
- Anticipating and meeting the information needs of library users and going the extra mile in providing courteous service

We value information literacy.

- Creating an environment that fosters lifelong learning
- Assisting library users to recognize the ongoing value of effective research and information gathering skills
- Teaching skills that enable library users to find, evaluate, and ethically use information

We value and strive to protect the privacy and confidentiality of all our users.

We value intellectual freedom.

- Exploring differing points of view without fear of repression
- Striving to provide access to information resources

We value preservation.

- Acting as custodians of the library's collections
- Striving to provide an environment conducive to the long term preservation of our library's resources

Appendix B



Cornette Library

Cornette Library Service Agreement

Cornette Library at West Texas A&M University (WTAMU) in Canyon, Texas agrees to provide the following services to Clarendon College in Clarendon, Texas:

- Clarendon College students participating in the “Destination WT” program will receive check out privileges from Cornette Library. Students may checkout circulating materials, up to 100 items, for twenty-one days with five renewals. Students must present their Clarendon College student ID and abide by Cornette Library’s circulation policies (see policies at <http://wtamu.edu/library/circulation/faq.shtml>) when checking out library materials. Upon presentation of their student ID, Clarendon College students will be asked to complete a library registration form and will then be issued a temporary Cornette Library ID for checkout purposes. Check out privileges will only be active for the current WTAMU semester or summer session. Privileges must be renewed every semester or summer session. Students must provide a current e-mail address on their library application form. Cornette Library sends all courtesy renewal and overdue notices through e-mail.
- Clarendon College students may also check out materials from Cornette Library through the TexShare program. See Cornette Library’s TexShare card lending policy attached.
- The Reference Services Unit at Cornette Library will offer limited reference assistance to Clarendon College Students through walk-in, phone, e-mail, and Chat services.
- The Reference Services Unit at Cornette Library will also offer limited face-to-face library instruction at Cornette Library for Clarendon College classes. Instruction must be scheduled at least two weeks in advance by calling Pippin Macdonald, Reference Librarian, at 651-2214, M – F between 8 and 5.
- The Interlibrary Loan Office in the Reference Services Unit at Cornette Library agrees to process ILL requests that originate from the Vera Dial Dickey Library at Clarendon College for items in the Cornette Library collection that fall within the library’s materials lending policy (see Cornette Library’s lending policy attached).

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